

**THE IMPACT OF JOB STRESS ON JOB SATISFACTION AMONG  
UNIVERSITY STAFF: CASE STUDY AT JABATAN  
PEMBANGUNAN, UNIVERSITY SAINS MALAYSIA (USM),  
PULAU PINANG.**

**MIMI HAZWANI BINTI ABD MALEK**

**MASTER OF HUMAN RESOURCE MANAGEMENT, 2010**

**THE IMPACT OF JOB STRESS ON JOB SATISFACTION AMONG  
UNIVERSITY STAFF: CASE STUDY AT JABATAN  
PEMBANGUNAN, UNIVERSITY SAINS MALAYSIA (USM),  
PULAU PINANG.**

**A thesis submitted to the College of Business in partial fulfillment of the  
Requirements for the degree Master of Human Resource Management  
Universiti Utara Malaysia**

**By  
Mimi Hazwani Binti Abd. Malek**

## **DECLARATION**

I certify that the substance of this thesis has not been already submitted for any degree and is not currently being submitted for and other degree or qualification.

I certify that any help received in preparing this thesis and all sources used have been acknowledged in this thesis.

**Mimi Hazwani Binti Abd Malek**  
**804544**  
College of Business  
Universiti Utara Malaysia  
06010 Sintok  
Kedah Darul Aman

## **PERMISSION TO USE**

In presenting this thesis in partial requirement for a post graduate degree from Universiti Utara Malaysia, I agree that University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in their absence by the Dean of College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without any written permission. It is also understood that due recognition shall be given to me and the Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or make use of materials in this thesis, in whole or part should  
be addressed to:

**Assistant Vice Chancellor  
Research and Innovation  
College of Business  
Universiti Utara Malaysia  
06010 Sintok  
Kedah Darul Aman  
Malaysia**

## **ABSTRAC**

This article investigates the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include, role conflict, workload pressure, homework interface, role ambiguity, and performance pressure. A convenience sample of 150 university staff from Universiti Sains Malaysia (USM), Pulau Pinang. The results show there is a significant relationship between four of the constructs tested.

Pearson Product Moment Correlation to find out correlations and Multiple Linear Regression Technique were used to find out effect between variables. The finding indicates that factor such as external environment contribute to the occupational stress. This external factor is beyond the control of the organization. The occupational stress do not have direct effect on intention to leave and absenteeism but have direct negative effect on job satisfaction. Job satisfaction have negative effect on intention to leave and absenteeism.

## ACKNOWLEDGEMENTS

---



**In the name Allah the Most Gracious and The Most Merciful  
All praise and due are to Allah and peace and blessings be upon His  
Messenger**

Praise is to Allah the most exalted whose mercy and blessing have enabled me to complete this study. I owe my deepest gratitude to those who have helped me through the process of completing this dissertation. It is a pleasure to thank those who made this thesis possible.

I am heartily thankful to my supervisor, Dr. Amer Bin Hj. Darus, whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the subject.

To my family, especially for my father (Abd Malek Bin Abd. Ghapar) and my mother (Sakinah Binti Che Ya) for unflagging support, patience, tolerance and encouragement that keep me going and remain determine to go through this study until the completion, not to forget my parents and family for their support. Lastly, I offer my regards and blessings to all of those who supported me in any respect during the completion of the project especially.

## LIST OF TABLES

List of Tables	Page
Table 4.3: Correlation Coefficients and Descriptive Statistics (sample Size=150)	45
Table 4.5: Revised Hypothesis	47
Table 4.6: Hierarchical Regression Results in the Relationship between the job stress and job satisfaction	50
Table 4.7: Result of the Hypothesis testing	51

## LIST OF FIGURES

List of Tables	Page
Figure 2.1: Maslow's Hierarchy of Needs	25
Figure 2.2: Aldefer's Existence Relatedness Growth (ERG) Theory	26
Figure 2.3: Herzberg Motivation Hygiene Theories	26
Figure 2.4: Theoretical Framework	29
Figure 4.1: Revised Conceptual Framework	47



# TABLE OF CONTENT

<b><u>Title</u></b>	<b><u>Page</u></b>
Declaration	i
Permission to use	ii
Abstract	iii
Acknowledgement	iv
List of Tables	v
List of Figures	vi
Table of Contents	vii
<b>CHAPTER 1: INTRODUCTION</b>	
<b>1.0 Chapter Overview</b>	<b>1</b>
<b>1.1 Introduction / Background Of The Study</b>	<b>1</b>
<b>1.2 Problem Statement</b>	<b>3</b>
<b>1.3 Objectives Of The Study</b>	<b>4</b>
<b>1.4 Research Questions</b>	<b>5</b>
<b>1.5 Significance Of The Study</b>	<b>6</b>
<b>1.6 Purpose Of The Study</b>	<b>6</b>
<b>1.7 Scope Of The Study</b>	<b>7</b>
<b>1.8 Limitation of Study</b>	<b>7</b>
<b>1.8 Subsequent Chapter</b>	<b>8</b>

## **CHAPTER 2: LITERATURE RIVIEW**

<b>2.0 Chapter Overview</b>	<b>9</b>
<b>2.1 Definitions And Concepts Content Theories.</b>	<b>9</b>
2.1.1 Job Stress	
2.1.2 Job Satisfaction	
<b>2.2 Link between Job Stress and Job Satisfaction</b>	<b>13</b>
<b>2.3 Factors influencing job stress on job satisfaction among staff</b>	<b>14</b>
2.3.1 Role conflict	
2.3.2 Working environment	
2.3.3 Workload pressure	
2.3.4 Role ambiguity	
2.3.5 Home-work interface	
2.3.6 Management role	
<b>2.4 Content Theories</b>	<b>24</b>
2.4.1 Maslow's hierarchy of needs	
2.4.2 Aldefer's Existence Relatedness Growth (ERG) Theory	
2.4.3 Herzberg Motivation Hygiene Theory	
<b>2.5 Theoretical Framework / Research Model</b>	<b>27</b>
<b>2.6 Hypothesis development was based on literature review</b>	<b>29</b>
<b>2.7 Summary</b>	<b>30</b>

## **CHAPTER 3: RESEARCH METHODOLOGY**

<b>3.0 Chapter Overview</b>	<b>31</b>
<b>3.1 Research Instrument</b>	<b>31</b>
<b>3.2 Selection Of Measures</b>	<b>32</b>
<b>3.3 Sampling Design</b>	<b>32</b>
<b>3.4 Data Analysis Techniques</b>	<b>33</b>
3.4.1 Cross-sectional Analysis	
3.4.2 Descriptive Analysis	
3.4.3 Multiple Regression	
3.4.4 Instrumentation	
3.4.5 Validity and reliability	
3.4.6 Cronbach's Alpha	
3.4.7 Pearson's Correlation Test	
<b>3.5 Pilot Test</b>	<b>38</b>

## **CHAPTER 4: RESULTS AND ANALYSIS**

<b>4.0 Introduction</b>	<b>39</b>
<b>4.1 Demographic Characteristics of Respondents</b>	<b>40</b>
<b>4.2 Goodness of Measures</b>	<b>43</b>
4.2.1 Independent Variables	
4.2.2 Dependent Variable	
<b>4.3 Revised Conceptual Framework and Hypothesis</b>	<b>46</b>
<b>4.4 Pearson Correlation</b>	<b>48</b>
<b>4.5 Multiple Regression Analysis</b>	<b>49</b>

## **CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMANDATION**

<b>5.0 Introduction</b>	<b>52</b>
<b>5.1 Discussion</b>	<b>52</b>
<b>5.2 Conclusion</b>	<b>53</b>
<b>5.3 Recommendation</b>	<b>54</b>
<b>5.4 Suggestions for Future Research</b>	<b>56</b>
<b>5.5 Summary and Conclusions</b>	<b>57</b>

<b>References</b>	<b>59</b>
-------------------	-----------

<b>Appendix</b>	<b>63</b>
-----------------	-----------

### **Appendix A: Questionnaire**

- (1) Quistionnaire
- (2) Letter

### **Appendix B: Data Analysis using SPSS**

- (1) Key Step in Data Analysis
- (2) Demographic Characteristics of Respondents
- (3) Factor Loading Indipendant Variables
- (4) Factor Loading for Dependant Variables
- (5) Multiple Regression Analysis

# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Chapter Overview**

This initial chapter will focus on the introduction and background of Job Stress on Job Satisfaction in a general sense. Subsequently, it will discuss the purpose of the study, the objectives, its scope, and its limitations before concluding with the organization of the study. Job satisfaction and occupational stress both indicate workers' appraisal towards the workplace and work itself. Thus, it is important to have valid measure of job satisfaction and occupational stress. This measure is also important in the Malaysian workplace context. Additionally, the study determined the level of occupational stress, job satisfaction and relationship between occupational stress and job satisfaction facets.

### **1.1 Introduction / Background Of The Study**

Job life is one of the important parts of our daily lives which cause a great deal of stress. Due to the competitive nature of the job environment most of the people in the world are spending their time for job related work purposes resulting ignore the stressor those are influencing their work and life. Usually people are more worry about their outcome of their work that can even affect the way they treat other people and how they communicate with their peers and customers. For example, people with a higher percentage of

The contents of  
the thesis is for  
internal user  
only

## References

- Al-Aameri A.S., 2003. "Source of job stress for nurses in public hospitals", *Saudi Medical journal*, 24(11), pp.1183-1187.
- Alexandros-Stamatios G. A., Matilyn J.D., and Cary L.C., 2003. "Occupational Stress, Job satisfaction, and health state in male and female junior hospital doctors in Greece", *Journal of Managerial Psychology*, 18(6), pp. 592-621.
- Beehr, Terry A. (1995), *Psychological Stress in the Workplace*, London and New York.
- Beehr, T.A. & Newman, J.E., 1978. "Job Stress, Employee Health and Organizational Effectiveness: A Facet Analysis, Model and Literature Review", *Personnel Psychology*, 31, pp.665-669.
- Beehr, T.A., Walsh, J.T., & Taber, T.D. 1976. "Perceived situational moderators of the relationship between subjective role ambiguity and role strain", *Journal of Applied Psychology*, 61, pp.35-40.
- Caplan, R.D., Cobb, S., French, J.R.P., Jr., Harrison, R.V., and Pinneau, S.R., 1975. "Job Demands and Worker Health", *HEW Publication No.* (NIOSH), pp. 75-160.
- Chan, K.B., Lai, G., Ko, Y.C. & Boey K.W., 2000. "Work stress among six professional groups: the Singapore experience", *Social Science Medicine*, 50(10), pp.1415-1432.
- Cooper, C.L., 1991. Stress in organizations. In M. Smith (Ed.). *Analysing Organisational Behaviour*. London: MacMillan.
- Cooper, C., U. Rout and B. Faragher. 1989. "Mental Health, Job Satisfaction, and Job Stress Among General Practitioners", *B Medical Journal*, 298, pp.366-370.
- Cordes, C.L., and Dougherty, T.W. 1993. "A review and integration of research on job burnout", *Academy of Management Review*, 18, pp.621-656.
- Cummins R.C. 1990. "Job stress and the buffering effort of supervisory support", *Group and Organizational Studies*, 15(1), pp.92-104.
- Dyer, S., & Quine, L. 1998. "Predictors of job satisfaction and burnout among the direct care staff of a community learning disability service", *Journal of Applied Research in Intellectual Disabilities*, 11 (4), pp.320-332.

- Dyer, S., & Quine, L. 1998. "The effects of job demands and control on employee attendance and satisfaction", *Journal of Organisational Behaviour*, 12, pp.596-608.
- Fisher, C.D., & Gitelson, R. 1983. "A meta-analysis of the correlated of the role conflict and ambiguity", *Journal of Applied Psychology*, 68, pp.320-333.
- Fletcher, J.B., & Payne, R. 198). "Stress and Work: A Review and a Theoretical Framework", Part 1, *Personnel Review*, 9, pp. 1-20.
- Golembiewski, R.G., & Yeager, S. 1978. "Testing the applicability of the JDI to various demographic groups", *Academy of Management Journal*, 21, pp.514-519.
- Hussey, J. and Hussey, R., 1997. *Business Research, A practical Guide for Undergraduate and Postgraduate Students*, Macmillan Press Ltd, London.
- Igharia, Magid and Greenhaus, Jeffrey H. 1992. "Determinants of MIS Employees' turnover intentions: A Structural Equation Model", *Communications of the ACM*, 35(2), pp.34-49
- Jackson, S.E., & Schuler, R.S. 1985. "A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings", *Organisational Behavior and Human Decision Processes*, 36, pp.16-78.
- Jung, K.G., Dalessio, A., Johnson, S.M., 1986. "Stability of the factor structure of the Job Descriptive Index", *Academy of Management Journal*, 29(3), pp.609-616.
- Kahn, R.L., & Quinn, R.P. 1970. Role stress: A framework for analysis, In A. McLean (Ed.), *Occupational mental health*, New York: Wiley.
- Kinicki, A.J., McKee-Ryan, F.M., Schriesheim, C.A., Carson, K.P. 2002. "Assessing the construct validity of the job descriptive index: a review and meta-analysis", *Journal of Applied Psychology*, 87(1), pp.14-32.
- Kleinbaum, D. G., Kupper, L. L., and Muller, K. E. 1988. *Applied Regression Analysis and Other Multivariate Medhods*, Boston: PWS.
- Koslowsky, M., Kluger, A., & Reich, M. 1995. *Commuting Stress: Causes, Effects, and Methods of Coping*. Plenum, New York.
- Landsbergis, P.A. 1988. "Occupational stress among health care workers: A test of the jobdemands- control model", *Journal of Organizational Behavior*, 9, pp.217-239.



- Lasky, R.G, 1995. *Occupational stress: a disability management perspective*. In D.E. Shrey & M. Lacerete (Eds.). *Principles and Practices of Disability Management in Industry*, pp.370-409.
- Muchinsky, P. 1997. *Psychology applied to work: An introduction to industrial and organizational psychology* (5th Ed.). Pacific Grove, CA: Brooks/Cole Publishers.
- Quick, J.C. 1999. "Occupational health psychology: The convergence of health and clinical psychology with public health preventive medicine in an organizational context", *Professional Psychology: Research and Practice*, 30(2), pp.123-128.
- Rizzo, J.R., House, R.J., Lirtzman, S.I. 1970, "Role conflict and ambiguity in complex organizations", *Administrative Science Quarterly*, 15(June), pp.150-63.
- Russo, J., & Vitaliano, P. 1995. "Life events as correlates of burden in spouse caregivers of persons with Alzheimers disease", *Experimental Ageing Research*, 21, pp.273-294.
- Sarantakos, S. 1996. *Modern Families*, South Yarra: MacMillan Education Australis Pty Ltd.
- Sheena J., Cary C., Sue C., Ian D., Paul T., Clare M. 2005. "The experience of work-related stress across occupations", *Journal of Managerial Psychology*, 20(2), pp. 178-187.
- Sigler, R.T. and Wilson, C.N. 1988. "Stress in the work place: Comparing police stress with teacher stress", *Journal of Police Science and Administration*, 16 pp. 151-162.
- Singh, J. 1998. "Striking a balance in boundary-spanning positions: an investigation of some unconventional influences of role stressors and job characteristics on job outcomes of salespeople", *Journal of Marketing*. 62, pp. 69-86
- Van Sell, M., Brief, A.P., & Schuler, R.S., 1981. *Managing Job Stress*, Little Brown & Company, Boston, MA
- Vinokur-Kaplan J.X. 1991. "Job Satisfaction among Social Workers in Public and Voluntary Child Welfare Agencies", *Child Welfare*, 155, pp. 81-91.